EXHIBIT 13

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PRODUCED IN NATIVE FORMAT

Pork Pricing Work Stream - Pricing Options

10/13/2016

Executive Statements

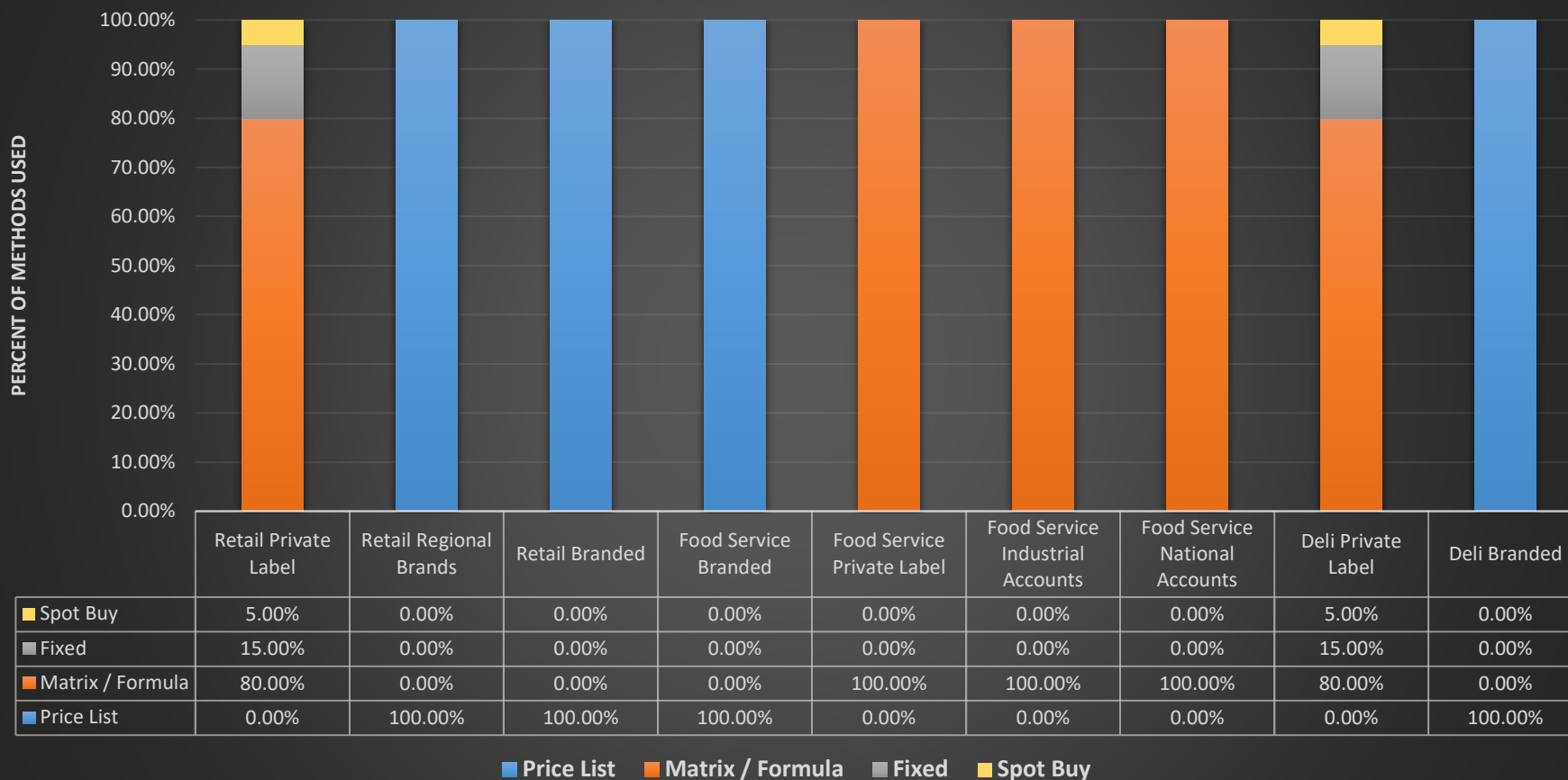**Purpose:** How do we grow pork and utilize best pricing practices to maximize margin?

What did the TEAM look at?

- Branded, Food Service, Tyson Fresh Meats, Retail and Private Label pricing workflows

- Created DRIVE models for the 5 business units and mapped process

- Identified the differences between each business unit's pricing with the poultry model

- Structure

- Processes

- Systems

- Location

- Independent vs. interdependent structures

Current Pricing Methods by Business Unit

Pricing Methods by BU

	Retail Private Label	Retail Regional Brands	Retail Branded	Food Service Branded	Food Service Private Label	Food Service Industrial Accounts	Food Service National Accounts	Deli Private Label	Deli Branded
■ Spot Buy	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.00%	0.00%
■ Fixed	15.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	15.00%	0.00%
■ Matrix / Formula	80.00%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	80.00%	0.00%
■ Price List	0.00%	100.00%	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%

■ Price List   ■ Matrix / Formula   ■ Fixed   ■ Spot Buy

Price List = *National pricing list that's published to the outside*

Matrix / Formula = *Mechanism to move a customers price with the market*
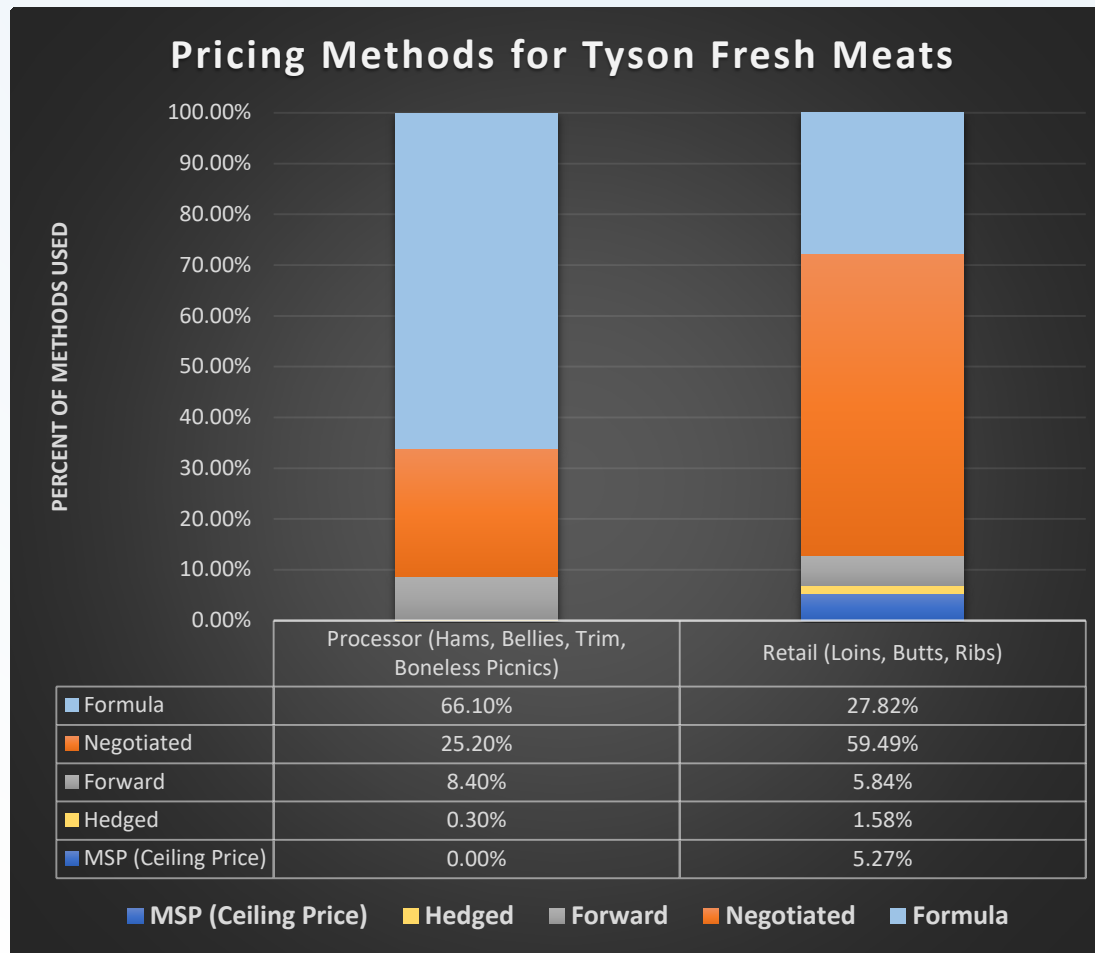
Fixed = *A set price for pre-defined amount of time and does not use a matrix or formula*

Spot Buy = *A set price for a small window of time generally in relationship to an ad*

RFP's = *Retail Private Label, Deli Private Label, Food Service Private Label, Food Service Industrial, and Food Service National Accounts are all RFP driven and utilize matrix/formula pricing*

Tyson

Current Pricing Methods for Tyson Fresh Meats

Pricing Methods for Tyson Fresh Meats

	Processor (Hams, Bellies, Trim, Boneless Picnics)	Retail (Loins, Butts, Ribs)
Formula	66.10%	27.82%
Negotiated	25.20%	59.49%
Forward	8.40%	5.84%
Hedged	0.30%	1.58%
MSP (Ceiling Price)	0.00%	5.27%

Formula = *Priced off of a reported market*

Negotiated = *Bid/Ask. Fixed price/volume to deliver within 10 days of negotiating*

Forward = *Bid/Ask. Fixed price/volume to deliver beyond 10 days of negotiating*

Hedge = *Bid/Ask. Fixed price/volume to deliver beyond 10 days of negotiating and FM makes decision to hedge*

MSP (Ceiling Price) = *Agreed upon volume with a "no higher than" price. If formula pricing is cheaper than ceiling price, the customer would get the cheaper of the two.*

Competition sets our price

Cost determine our profits

Poultry Pricing Model vs. Pork Pricing Model

Poultry	Pork
1. Egg all the way up	FMV of Primal
2. Pricing TEAM Separate	Pricing within Business Unit
3. Primal Cut Pricing Experts	FM Collaboration
4. Location Springdale	Chicago / Springdale / Dakota Dunes
5. One Leadership Team	Multi – Level
6. Whole Bird Return	BU Return (end to end)
7. Transfer Pricing Ignored in Pricing Tools	FMV Transfer Pricing incl. converting margins on Ham, Loins, Butts, Ribs

Tyson®

Show me the money

- Best Alternative Sale
  - ➢ Channel
  - ➢ Mix

- Capacity Utilization

- Raw Material Utilization

- Raw Material Optimization

Looked at three options:

- Current structure and process

- Primal TEAM

- Hybrid with Value Stream Optimization

Recommendation:

- Change the structure
- Improve the process
- Identify Decision Maker
- Align KPI's

Hybrid Model

- Pricing Experts remain in BU

- Value Stream Optimization created
  - ➤ Capacity utilization
  - ➤ Raw material utilization
  - ➤ Raw material optimization
  - ➤ Best sale by Channel / Mix

- Collaboration across BU

- Utilize across Functional Teams

Next Steps

- Define proposed structure and functions

- Define process changes

- Define KPI's

- Need to collaborate with S & OP work stream

- Structure and processes may look different after Propel

APPENDIX

Pricing Option #1: LEAVE AS IS

PRO's	CON's
• Aligned with Sales Channels sales strategy	• Multiple levels of leadership
• Aligned with Business Unit pricing strategy	• No line of sight between food service and retail for best sale
• All proteins handled in one area (Pork, Beef, Turkey)	• No collaboration or decision maker for raw material utilization between Business Units
• Pricing experts in the Business Unit	
• Speed to market sales communication	• No one identifying raw material optimization
	• No visibility to End to End Financial Analysis
	• Location – Springdale, Chicago, Dakota Dunes
	• System access (three different systems)
	• Lack of primal focused strategy across organization

Pricing Option #2: PRIMAL TEAM

Primal TEAMS

1.) Sliced/Smoked Ham

2.) Belly

3.) Ribs/Loins/Butts

4.) Trim

5.) Sales Facilitator/RFP

Cross-Functional TEAMS

Revenue Management

Supply Chain

Business Unit

Tyson Fresh Meats

Procurement

Commodity Risk Management

PRO's	CON's
• Centralized pricing strategy	• Cannot price all proteins
• One leadership TEAM	• System access (three different systems)
• One Primal Strategy	• Lack of End to End financial analysis
• End to End utilization	
• Line of sight to all Business Units	
• One Location	

Requires speed of trust across organization

Pricing Option #3: PORK PRIMAL PRICING and CHANNEL OPTIMIZER

PRO's	CON's
• Visibility to all channels for capacity utilization	• System access (three different systems)
• Visibility to BU's for raw material utilization	• Lack of end to end financial analysis
• Visibility to BU's for raw material optimization	• Only handles Pork segment
	• Expert only in primal cuts and not channels.
• Guide and direct margin/business into best sales channels	
• One leadership TEAM	
• One Decision Maker	
• Could be a process change or a TEAM	

Option #4 –Combination of # 1 and # 3

PRO's	CON's
• Aligned with sales channels	• System access (three different systems)
• Aligned with BU pricing strategy	• End to end financial analysis
• Handles all proteins	
• Keeps pricing experts in Business Units	
• Creates a supply chain specialist that bridges the Business Units to capacity utilization	
• Creates a supply chain specialist that bridges the Business Units to raw material utilization	
• Creates a supply chain specialist that bridges the Business Units to raw material Optimization	
• Utilizing financial information from all business units to determine best sale	
• Could be a process change OR a TEAM	